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1. A systematic record of the activities and operations of CIA components is necessary for the orderly progression of future planning. Historical programs in the Directorates are essential to place in true perspective the records of their organizations, operations, activities, procedures, successes, and failures; the concepts leading to the formation of their various components; policy decisions laid down for their guidance; and the authorities and agreements under which they have conducted their activities. Such a systematic record of the past, stressing "lessons learned," is basic to enlightened planning for the future.

a. A documented record of previous programs, activities, and experiences (together with appropriate conclusions) as background for those engaged in operational, organizational, and policy planning.

c. A historical frame of reference for initiating new activities and resolving difficult problems.

e. An aid to training.

f. Contributions to "Studies in Intelligence."

3. The historical programs of the Directorates will include a number of different types of papers:

a. A fairly lengthy chronological narrative history of each component.

b. Monographs or historical studies dealing with special activities or operations. These are suggested as separate papers so that the logical flow of the narrative will not be interrupted by lengthy dissertations on specific and often unusual activities. The Monographs have been assigned to personnel on duty who are intimately acquainted with the subject, with the provision that they write as time permits with no unreasonable deadlines. Procedures have been established for the review of each historical paper in draft form by one or more knowledgeable officers.

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**GROUP 1**  
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4. Some of the topics that should be included in a historical paper are:

a. Mission: How was the initial mission or function of a component determined? What changes have there been over the years? Were these changes due to experience, policy guidance, changing world conditions, addition of new functions? Under what authorities and agreements was the initial mission assigned and what authorities and agreements controlled later change and redirection of effort?

b. Organization: Original organization. Changes in organizational structure: due to experience, increased requirements, change in scope of mission, or budgetary, manpower, or space limitations?

c. Relationships: with other Agency components, other Government departments and agencies, etc.

d. Problems & Methods: Over the years, what problems have arisen and what methods have been used to resolve them? How was administration and management improved, or what new methods were adopted to cope with broadening activities and increasing work load?

5. Some of the elementary musts for any paper are the following:

a. Title Page (include date of writing and name and position of author)

b. Table of Contents (subheadings within chapters if it is a long and complex history)

c. Introduction

d. Body (if more than one operation, activity or major grouping or trend of events, treat in phases, parts or chapters)

e. Constructive conclusions

f. Pertinent attachments:

(1) Chronology, if the paper covers an extended period.

(2) List of interviewed personnel and other contributors (where written debriefings or historical reports are referred to in the body of the paper, they should be in the Reference List)

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(3) Reference List (each referral to a supporting document must be followed by its number on the Reference List; e.g., 12/)

6. A history should state not only what was done, but how and why it was done. Normally the various facets of subject matter should be woven into a chronological narrative.

Using evidence in context, honest conclusions can be drawn regarding the extent of success and failure and the reasons therefor. But the factual narrative should not be interlarded with editorializing, and personal opinion should not be substituted for objective exposition.

Every writer has to use his own style, but unity in writing, a singleness of effect, and a well-proportioned product are promoted by outlining in advance and by keeping the presentation chronological. Good judgment is required as to the relative importance of material and corresponding emphases in presentation.

#### 7. Style Conventions

a. Use third person, even when the writer participated.

b. The first time an organizational abbreviation occurs in a paper, it should be preceded closely by the full title.

c. Dates and time: Preferred usage is day, month, year (23 June 1953) and 24-hour time (2330 hours), specifying time zone where not evident.

d. Names, titles, and rank: The initial mention of a true proper name should be in full, if known, with rank or title. Only the first letter of the surname should be capitalized.

e. Geographic names: When writing about small, out-of-the-way places, use the approved Government-wide geographic spellings. If exact locations are important, give reference map coordinates or latitude and longitude.

f. Statistics: Tabulate where possible.

g. Ships and aircraft: Names of ships and aircraft should preferably be enclosed in quotation marks.

h. Except as otherwise specified, the United States Government Printing Office Style Manual may govern in matters of spelling, grammar, punctuation, abbreviations, etc.

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i. Anachronisms: Watch out for errors in chronology such as using place names or personal titles which would be correct only at an earlier or later period than the one under discussion.

8. Format

a. Physical Form

(1) Papers should be typewritten double spaced (except quoted passages, footnotes, and other material that would be printed in small type) on one side of letter-size paper (8" x 10 $\frac{1}{2}$ " ) with 1" top and 1 $\frac{1}{2}$ " left-hand margins to allow for fastening.

(2) Page numbers should be placed at the bottom above the security classification.

b. Security Classification and Controls

(1) All historical texts will bear the appropriate security classification and will be stamped with the GROUP 1 stamp on the first page. When possible, classification should be no higher than secret.

(2) If a history must contain incidental code-word or sensitive material, this should, when possible, be segregated in a separate text and the reader referred to it by a footnote. This will allow wider use of the general paper and still provide for the authorized custodian of sensitive material to screen requests for it.

c. Documentation

Full and accurate referencing is fundamental to historical writing. All challengeable points and key information should be documented in source notes or references.

(1) Source notes, referenced by number, should normally be listed at the end of the paper (or chapter of long papers).

(2) Source notes will usually refer to either an interview or a document. They should specify:

(a) Nature or source (cable, dispatch, memorandum, intelligence report, interview, etc.)

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- (b) Originator
- (c) Addressee
- (d) Date
- (e) Control number and symbol
- (f) Top secret or registration number
- (g) Subject
- (h) Present file location

d. References

The list of references at the end of each paper may include source materials other than those mentioned in the text.

e. Illustrations

Maps, charts, pictures, etc., may be placed in the text or in appendixes. They should be clearly marked as to source and security classification.

f. Appendixes

There is no limit to the variety of appendixes that can be used. Examples include:

- (1) List of references
- (2) Chronology
- (3) Source listing
- (4) List of interviewees
- (5) Copies of important documents
- (6) Photographs, maps, charts, graphs, etc.
- (7) Sensitive materials for separate storage, if necessary.

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9. Sources

The sources of material for histories are limited only by the ingenuity, personal contacts, and doggedness of the writer. Most intelligence officers who have been chosen to write a segment of the history will be knowledgeable of the appropriate sources of information. The following paragraphs are offered simply as a checklist.

a. Personal Sources

Dates, places, and people that may be hazy in the writer's memory can sometimes be identified through personal documents:

- (1) Itineraries of travel, receipts, and personnel actions which may be in personal custody in the office.
- (2) Letters, both received and sent
- (3) Diaries and journals
- (4) Photographs or slide collections
- (5) Maps and charts

b. Official Documents

A large number of papers regularly prepared within the Directorates will quite naturally lend themselves to historical exploitation. These would include annual reports to the President's Intelligence Advisory Board, annual budget submissions, annual office reports, briefings for Congressional hearings, meetings of USIB committees, etc.

c. Interviews and Debriefings

The historian usually begins by getting all he can out of documentary records and then tries to get behind the documents, as well as fill in between them, with carefully chosen questions posed to knowledgeable persons. Such interviews should be recorded and cited like other documents. The historian of recent events can reverse this procedure, getting the story from participants first and then checking and supplementing it with documents, if he has too little first-hand knowledge of the subject to get started or if the people are more readily available than the papers.

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d. Outside Interviews

Normally a writer will acquire the necessary information from existing documentation, from interviewing personnel presently on duty, and from the writer's own experiences.

There may, however, be gaps in information from these sources which the writer must fill by questioning outside individuals who were earlier connected with the Agency. Contacts with such persons will be made only when their contribution is essential.

Prior to approaching such a person, the writer should check with the OTR Historian.

10. Reference Tools Available in the Historical Staff

The following is a list and brief description of aids being compiled in the Historical Staff by the CS Group that may be helpful to the writer of histories in other Directorates.

a. Knowledgeable Persons Finder

An alphabetical card index of persons known to have a detailed knowledge of CS operations or functions (on either an area or a functional basis) and their specialty, and a subject index of organizations, functions, and projects listing knowledgeable persons by name.

b. Index to Source Documents

A cross index of abstract cards of existing documents known to have historical significance. These would include directives, regulatory issuances, functional statements, organization charts, cables, memoranda, dispatches, tabulations, graphs, books, and maps. This material may be written, printed, taped, or photographed. This index is arranged by country, area, unit, and function.

c. Catalog of CS Histories

A card index, by area and function, of completed historical studies. These papers may be quite broad in their coverage of a division, branch, country, or general function, or may be devoted to a specific operation. This index includes summary notations with controls, location, and availability

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d. Chronology

A card index of CS organizational events maintained by date and supplemented by charts reflecting approved reorganizations.

e. Historical Staff Papers (not purely CS)

Numerous and varied historical studies and histories of parts of the Agency and predecessor organizations.

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